RESEARCH PLAN PROPOSAL

Impact of Performance Appraisal and Work Motivation on the Performance of Employees, with Special Reference to the Hotel Industry in Rajasthan

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Introduction

Concept of Performance Appraisal

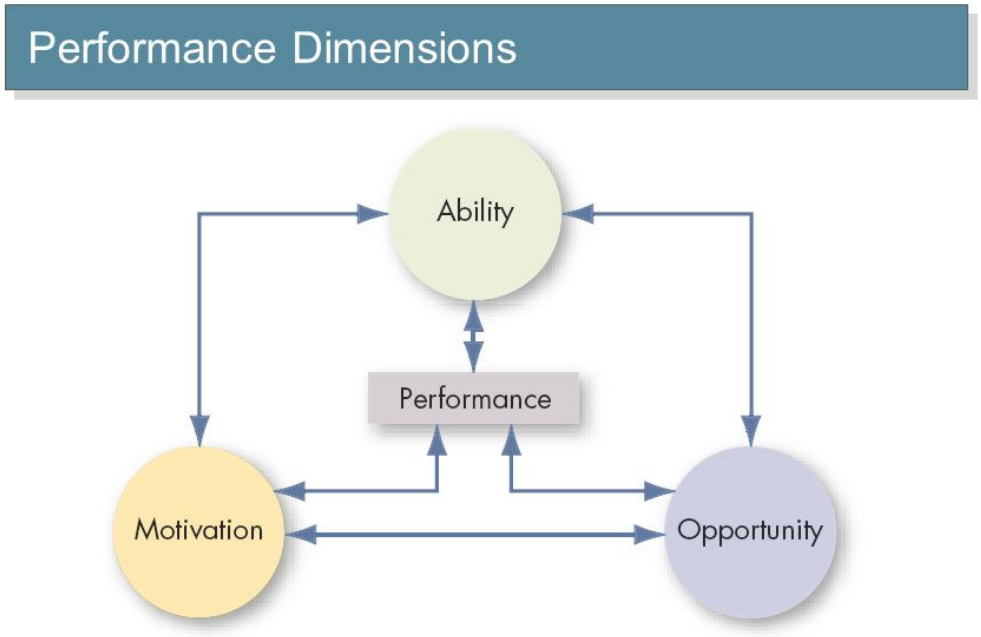
Performance appraisal is an important part of the human resource development along with the other human resource activities. Humans are an important factor in any of the organisations now-a-days. Any sector or organisation needs human factor to achieve the goals. With this performance management of the human resource is very important as performance appraisaltechniques are implemented but proper evaluation of performance is also needed. Besides for evaluating performance effectiveness, measurement should be done according to the models.

Performance appraisal has become the grail to some organisation that how much the management cares about the work force, a performance appraisal is a method by which the job performance of employees are documented and evaluated. “Performance appraisal is a part of career development and consists of regular review of employees performance with in the organisation”

Performance managementsystem is done to manage and align all of the organisation resources in order to achieve highest possible performance. A Central reason of the utilization of performance appraisal is performance improvement which also aid in work motivation through the use of reward system. It consists of the activities and processes embrace

Impressed by an organisation in anticipating of improving employee performance and therefore organisational performance consequently performance management is conducted at the organisation level and individual level at organisational level performance management. Overseas organisational performances and compare present performance with organisational performance goals the achievement of the these organisational performance goals depends on the performance of the individual organisational members also Many researchers would argue that performance appraisal one of the most important process in Human Resource Management. The performance management process begins with leadership within the organisation creating a performance management policy the ultimate objective of performance management process is to align individual performance with organisational performance a very common and Central process of performance management system is performance appraisal.The performance appraisal should be able to inform employee about the organisational goals priority.Expectations and how well they are contributed to the organisational goals.Performance appraisal is conducted annually or a semi-annually that is 6 months in recent research study concerning the timeless performance appraisal also which is frequently perhaps once in a month and recorded twice a year. There are three main methods used to collect performance appraisal data first objective production personal and judgemental evaluation objective production objective production metal consists of direct but limited measures such as Sales figures productive members at the measure used to appraise performance would depend on the job and its duties personal method is to recording of

withdrawal behaviours most organisation consist unexcused absences to be indicators of poor job performance and search for forces personal data is not a comprehensive reflection of an employee performance the most common use data is judgemental evaluation.The judgemental performance appraisal is also including graphic rating scale employee comparison method behaviour chocolates and skills which also include self-assessment PO assessments 360 degree appraisal methods. There are some legal implications also for performance appraisal there are Federal laws addressing for employment practices and this concerned performance appraisal discrimination can also occur within predictions of human performance and evaluation of job behaviours some impressive procedure suggesting for legal sound standardise operations communicate family with employees provide information of performance deficits and give opportunities to employees to correct those deficits give employees access to appraisal preserves provide with written instructions for the training of letters and use multiple diverse and unbiased ratters which require a well-designed performance will be program that includes formal operational interviews as much more likely to be successful in defending themselves against claims of discrimination in among the employees of the organisation.



Source: Adapted from M. Blumberg and C.D. Pringle, "The Missing Opportunity in Organizational Research: Some Implications for a Theory of Work Performance," *Academy of Management Review*, October 1982, p. 565.

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The main dimensions in the performance appraisal are motivation and the opportunity which are correlated. The employee must be having the opportunity to grab and the motivation to

complete the given task which will lead to the ability of the employee to grab it and to be motivated to perform his own ability in the organisation and give the performance.

The main features of performance appraisal are

- It is a Systematic process of evaluation of an employee.
- It is analysis of the strength and weakness of an employee.
- It helps to find out how wellness of the employee is performing the job.
- The appraisal is done periodically.
- It is based on a definite plan.
- Performance Appraisal is a continuous process that is accepted by every organisation.

Need For Performance appraisal

- It helps in providing information about the performance lines on which decision regarding salary fixation promotion criteria is taken.
- It helps in review of the performance of the subordinates.
- It helps in providing information that counsels the subordinate.
- It aids in getting the information of dialogue deficiency in employee regarding skill knowledge etc.
- Also prevents grievance and in disciplinary activities.

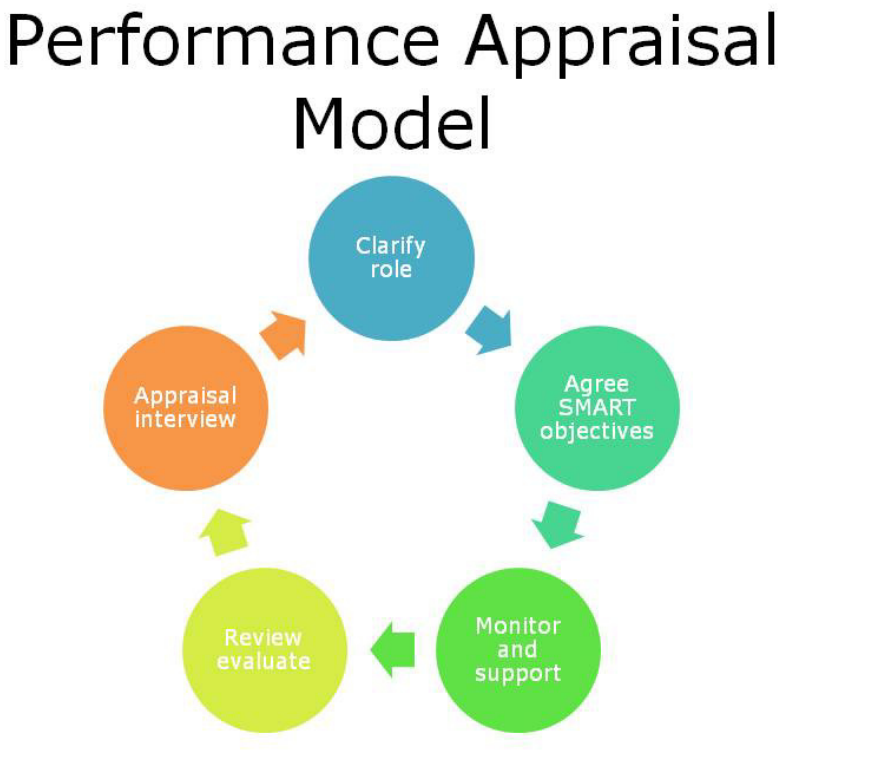
Advantages of performance appraisal

- Appraisal systems always aim at improving the performance of employees.
- It helps to analyse and evaluate opportunity factors such as technology and social processes which employees.
- It need more training and becomes primary source of information regarding the strengths and potential.
- If the employees any deficiency of employee can be detected and correct steps can be taken through appraisal system.
- Performance appraisal service valuable tool in the case of career planning to the Employees performance appraisal.
- It also has to manage in deciding about the promotions transfers and awards of the employees.
- It helps to motivating employees towards higher performance super why the skin get disappointed for making the award and aware of where they stand.

Disadvantages of performance appraisal

- **Contrast error,** this rating is based on performance standards the contrast error occurs when the employee is rated without taking into account the performance standard this can also occur if a ratter comparison employee presents performance with the past performance.
- **Layer buyers**, the rated presidencies and business can also influence rating where the supervisor rates all the Employees with the narrow range thinking all employees are of average level this type of error occurs.
- **Sampling errors**, if the data use a very small sample of the employees work it may be subjected to sampling error.

Performance Appraisal Model



(Source: www.bing.com, Google Images)

The performance appraisal model consists of the 5 process model steps

1. **Clarify role** – The initial step in this is to clarify the role to be played by the employee in the organisation and that leads to specification of the work designated.

2. **Agree smart objectives** – The second step is the formation of the objectives to be achieved in the set time pause. With the setting of the objective it is very important to get the consent of the peers on them and getting agreed over the set goals.
3. **Monitor and Support** – This step clarifies the set objective and leads the supervisors and the other heads to monitor and support the employees in achieving the goals.
4. **Review Evaluate** – This is the second last step in the model which helps in the reviewing the work of the employees and taking them under consideration to check the deviations in the performance.
5. **Appraisal Interview** – This is the last step in the model which is to get to know in the personal communication with the employees getting to know the work efficiency and bringing it to the personal interaction that the objective are achieved with much difficulties and the deviation's found in completing them .

(Source :www.wordpress.com , Google Images)

This is the desired, formal and traditional way to the successful performance appraisal technique which leads to the achievement of the desired goal and to the development of the personnel.

WORK MOTIVATION

It is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives.Work motivation is strongly influenced by certain cultural characteristics. It is important for organizations to understand and to structure the work environment to encourage productive behaviours and discourage those that are unproductive given work motivation's role in influencing workplace behaviour and performance.motivation serves to direct attention, focusing on particular issues, people, tasks, etc. It also serves to stimulate an employee to put forth effort. Next, motivation results in persistence, preventing one from deviating from the goal-seeking behaviour. Finally, motivation results in task strategies, which as defined by Mitchell & Daniels, are "patterns of behaviour produced to reach a particular goal.

Theories of motivation

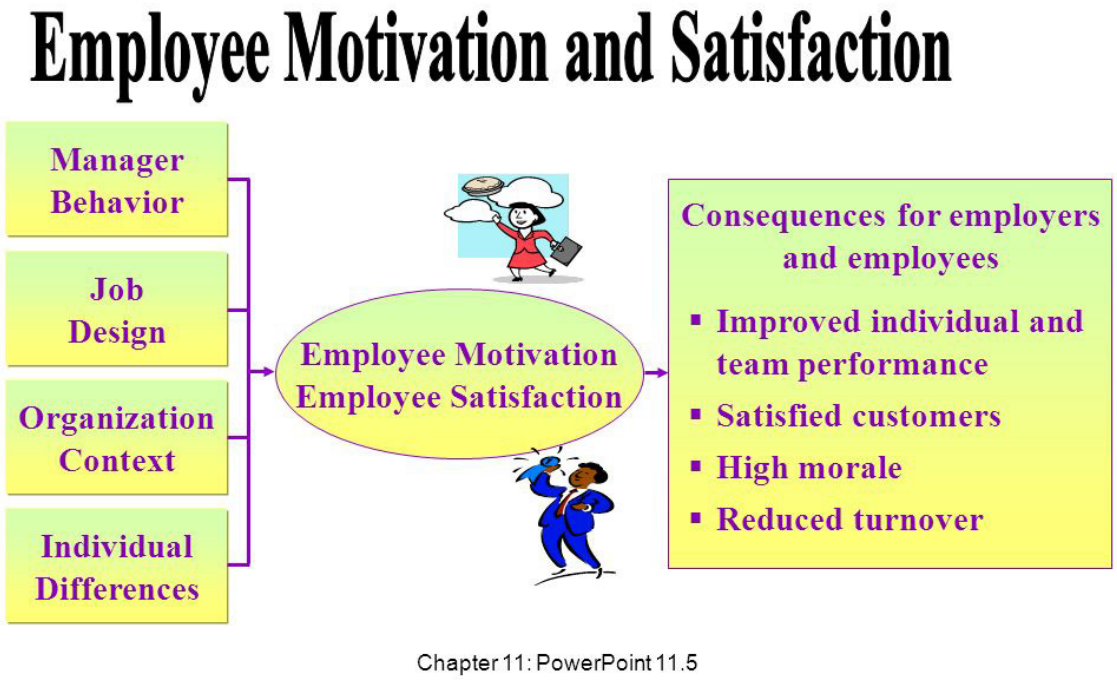
- Need-based theories
  - Maslow's hierarchy of needs
  - Need for achievement
- Cognitive process theories
  - Expectancy theory
  - Goal-setting Theory
  - Social cognitive theory
- Behavioural approach to motivation
- Job-based theories
  - Motivation–hygiene theory
  - Job characteristics theory
- Self-regulation theory
- Work engagement
- Work Motivation M5 Model

Advantages of work motivation

- Motivation satisfies the needs of individuals as well groups. Every individual or group of individuals joins an organisation to fulfil certain personal needs.
- It also promotes job satisfaction.
- There must be motivation so that there can be learning. Motivation stimulates interest and the attitude of willing to learn.
- Motivation raises discipline to a positive level.
- Performance is equal to the sum of an individual’s ability and motivation but rather to the product of these two variables.

Disadvantages of work motivation

- Unmotivated employees do not take an interest in their organization.
- They include in spreading 'rumours'.
- There is no co-operation from unmotivated employees.
- The threats of strikes, demonstrations, etc. creates problems for the management



(Source :www.wordpress.com , Google Images)

Hotel Industry – An Overview

A hotel is an establishment that provides paid lodging on a short term basis facilities provided me range from modest quality mattresses in a small room to the biggest suite In general Hotel is defined as in public establishment offering visitors against payment basis services accommodation and Catering during 6th century BC. Hotels are also known as in or dharamshalas where the visitor can stay for the overnight and can afford the facilities provided by the hotels today's hospitality sector is one of the fastest growing sectors in India .It is expected to grow at the rate of 15 to 16 per cent between annually for you many international hotels are there and hotels are basically divided into many types luxury boutique and Lifestyle hotels full service hotels forecast of selective service economy and limited service extended stay time . For the Research the scholar has undertaken the Category of 5 star hotels in Rajasthan on which the research is to be conducted over performance appraisal with reference to the employee's satisfaction in to the Hotel Industries. The following industries are selected for the purpose.

- The Lalit (Jaipur)
- Taj Jai Mahal Palace (Jaipur)
- The TajHariMahal Palace (Jodhpur)
- Indana Palace (jodhpur)
- The TajVivanta (SawaiMadhopur)
- The NahargarhFot (SawaiMadhopur)
- The Lalgarh Palace (Bikaner)
- NarendraBhawan (Bikaner)
- Radisson Blu (Udaipur)
- The LalitLaxmi Villas Palace (Udaipur)

List of 5 Star Hotels

Jaipur

- The Hilton
- The Lalit
- Mariott
- Crown Plaza
- Taj Jai mahal palace
- Radisson Blu
- The Trident
- TajRambagh
- Clarks Amer
- Ramada
- Fairmont
- Le Merdian
- Raj Villas
- ITC Rajputana

Jodhpur

- Indana Palace
- TajHariMahal Palace
- TajUmaidBhawan Palace

Bikaner

- The LaxmiNiwas Palace
- Lalgarh Palace
- Gajner
- Gajkesari
- NarendraBhawan

Udaipur

- The LalitLaxmi Villas
- The OberoiUday Villas
- The leela Palace
- Trident Udaipur
- Taj Lake Palace
- The Ananta
- FatehPrakash Palace
- RaasDevgarh
- Shiv Niwas Palace

SawaiMadhopur

- The OberoiVanyavillas
- Aman-i-Khas
- TajVivanta
- The Nahargarh Fort
- Dev Villas

Most important factors in 5 Star Hotels

- It deals hotels offering in escapable services.
- These Hotels are welcoming.
- These hotels are consistent in providing an experience that meets or exceeds to the customers.
- The supporters of services that are truly personal recognising the needs of the individual or customers.
- These hotels provide very warm facilities for a period of time.

In hotel industry it is hospitality which is all about serving the guest to provide them with feel good effect in India guest is treated with most of the warmth and respect and is provided the best services which sector is growing at the rate of approximately 14% this sector can be classified into hotel industry travel and tourism industry is the major challenge of this sector is shortage of skilled employees.

The following departments in Hotels follow Performance Appraisal

- Account and Stores Department
- Human Resource Department
- Engineering Department
- Food and Beverages Department
- Frontline Office Department
- Housekeeping Department
- Security Domain and other Managerial Departments

Review Of Literature

Year wise Tabulation of the Paper Reviewed

Year	No. of Research Ppers
2001 -2005	3
2006 -2010	1
2011 -2015	23
2015- Till Date	3

This chart shows that the most and highly reviewed research papers are from the year 2001 and2017.

The organisation must concentrate on the areas to effectively appraise and improve the performance of employees in the organisations .The companies must concentrate and develop a system towards 360degree feedback and the companies must adhere to it **Neeraj Kumar (2017).** The effectiveness of implementing HR practices in the university have a major impact Towards Organisational performance, compensation , Recruitment and selection which provide the highest impact to the university **NongmaithemRobindro Singh , BiniamKassa (2016)** The companies must be taking various steps in adopting to prevent the healthy workplace to increase the efficiency and productivity of the empoyees**.Aarti Sharma (2015) .**Performance appraisal helps in finding out the effective hiring and placing of the employees as if the employee performance is improved then it will have high effect on the socio demographic factors of the organisation **Dr. Vincent Xavier (2015)** The employee performance throughout the year and the appraisal which provide the perks and rewards leads them in achieving the desired goals of the organisation **Shivli Jindal ,Laveena and Navneet (2015).**There is a significant relationship between performance and motivation .There is always a high work performance due to the satisfaction and the motivation the hospital appraisal system provided to the staff members **Ushus Mathew ,Dr.Johney Johnson (2015)**Performance Evaluation are the unstructured measures the evaluation methods must be improved in the organisations . **Cartina Rosa Nunes (2014)**The appraise must be involved in the system and must be given the adequate feedback with the existence of the target settings **Joseph AttiahSeniwoliba (2014).**The evaluation of the performance is an essential aspects in regard with the DEA model because it is been regarded as the outputs in return to the inputs given by the employees but the efficiency model is not much effective in implementation in the organisation .**ChiranjeeviGudala Narayan Rao (2014).** Motivation is the most satisfied aspect which is provided by the appraisal system. It helps in meeting the personal goals , increases efficiency and improves the workplace stability of the employees in the organisation .**VinayChaitnayaGanta (2014).**The Appraisal system must be maintain a model which always improves the working capacity and increase the morale of the employees as training, effective outcomes, redressal committees.**VikramJeet ,Dr.Sayeeduzzafar**

(2014).performance appraisal is a system without personal biases and should maintain the equality among the employees in the organisation and also the new methods must also be implemented as 360 degree appraisal as it will be of great impact on the organisation .**D.B.Bagul (2014).** The organisations must be conducting the "stay" and "exit " interviews so as to know why the employee chose to leave the organisation this will strengthen their employee retention strategies and the employees must also be provided with the quality work life so as to maintain the quality of professional life and personal life together . **Dr.MitaMehtal, AartiKurbetti, RavneetaDhankar(2014).** Training will teach the new trends with the specific skills and knowledge and leads to the development and to strengthen up the weakness. Training should be done periodically so as to develop the personnel in the organisation. **P.Nischithaa ,Narisimharao (2014).**The uncertain roasters leads employees to major personal life adjustments and psychological adaptations causes change in personal traits thus there should be flexibility and a quality work maintenance in the organisation so as to encourage the employees and also to get relief from stress and can perform well with satisfaction in the organisation . **HarvinderSoniYashwant Singh Raway (2014).**Performance appraisal bring out effective results its leads to effective decision making , training , compensation which effect both the organisation and helps to increase the productivity as there is great effect of the performance appraisal on the organisation and the employees . **Sanjeet Singh, Gagan Deep Singh, HaramdeepKaur (2014).**In performance appraisal system the new technique 360 degree feedback must also be implemented as it is multi faced system which helps to evaluate the self confidence, is a problem solver with the peers and control the deviations, **SheetalMarawar (2013)**.In the research it's found that there is a requirement of appropriate coordination between training and development and the human resource management so as to achieve the organisational goals. **Dr.lalita Mishra (2013).**While framing the parameters in the ranking method the performance appraisal the authorities must be very much atherative and techniques used for the appraisal are very traditional and the modern techniques must also be implemented as they are formed for the good prospect and increases the awareness among the employees which leads to increased the productivity of the employees in the organisation, **Dr.Sjansirani, Mr R. Hatrikrishnan , Mrs . Jayakani (2013).**Performance appraisal increases the confidence level of employees and the capabilities to work for the organisation it is necessary to implement a suitable system of a formal evaluation in the business and also applying of motivation mechanisms and paying attention to the motivation level of employees**. P Suresh Dr M Akbar Mohideen(2013)**the parameters formed for the appraisal system must be satisfactory and systematic methods of performance management organisational and other parameters must be ignored**. EktaSinha(2013)** The concept of performance appraisal is considered to be old get a lot is to be done to make it valuable and effective does modern techniques are also implemented in many of the organisations but evaluation and proper implementation is not there does the performance appraisal must be done carefully and cautiously with the new techniques in to the organisation.**Renganayaki (2013).** Empower the employees enables organisation to be more flexible and responsive and can lead to improvements in both individual and organisational performance similarly to maintain that employee empowerment is critical to organisation innovativeness and effectiveness the organisations are moving towards decentralize organised type of organisational structures.**GaudreauMeyerson (2012).**Performance management system of organisation the different sector then the employees will also be needing the types of training and development needed in the industry

to cope up with the employees so as to identify the different training and development needs needed by the employees in the organisation.**Sandeep Kumar Joshi (2012)** To be successful there used as the basis for making development and improvement plants and reaching agreement about what should be done in the future to enhance the effective and effectiveness of the organisation for that open system of a phrasal to identify the strengths and weakness and encourage to encourage improvement of performance on the job and identify identifying the skills such as technical, Human and conceptual skills to enhance the productivity of the environment and employees**, PallaviShrivastavaUshaKiranRai(2012)** Performance appraisal focuses on the relative importance of job satisfaction factors and the impacts on the overall job satisfaction of the employees the salary deficiency in work supervision and coworkers relation of the most important factors contributed to the job satisfaction guide the employees to communicate effectively build a good interpersonal environment with then the company to improve fairness in the company's and create satisfactory performance appraisal system in the organisation, **MossamodMaahmundaParvin , MM NuruKabir (2011).**

REVIEWED ARTICLES – TABLE

Year	S.No	Title of Paper	Publication Details	Methodology	Major Findings	Research Gap
2017	1	A Study of Performance Management System in IBM	Business and Management Research Journal 2017.	This research is an exploratory research and used random sampling method .the data is been collected by the primary and th secondary sources.	the organization must concentrate and develop a system towards 360 degree appraisal. This is the future trend and the companies must adhere to it.	The performance of the employees is being analysed which can indirectly influence the satisfaction of the employee and directly motivates them to work for the organizational development.
2016	2	The Impact Of Human Resource Management Practices On Organisational Performance- A Study On	International Journal of Recent Advances in Organisational Behaviour and Decision Sciences	In this research quantitative research methodology . The data is collected by the questionnaires and in	This research concludes that the effectiveness of implementing HR practices in the	In this research it is been observed that there is a positive relation found between HR practices and

		DebreBrehan University		deptinterviews with the employees of the university .	university have a major impact towards organizational performance Compensation ,Recruitment and Selection and Performance appraisal .	organisational performance and training and development is found the most neglected to be increase the performance .
2015	3	Effect of Employee Wellness Programs On Organisational Performance An Analytical Study With Special Reference To Hotel Industry In Agra District;	Dayalbagh Educational Institute	Structured questionnaire is prepared which had exposed to a pilot test to check its reliability and . Stratified sampling technique , correlation , ANOVA , chi square test will be used for the analysis of the data	The hotels must contribute widely in improving and enriching the wellness programs offered to employees on board	Improving employee well-being will result in a more productive workforce. That is why most of the companies now measure employee health status as a key part of their overall risk management strategy, and many pursue active wellness programs.
	4	A Study on the Effectiveness of Performance Appraisal System And Its Influence with the Socio Demographic Factors of the Employees of a Manufacturing Industry in Tamil Nadu	International Journal of Research in Management and Business Studies	The pilot study was conducted. . The researcher has formulated the questionnaire and . The secondary data were collected through various books, journals and some web journals.	There are some deviants. The organisation has to identify them and give proper training to them to make involve in the organisation activities regularly. Further the HR professionals have to make the appraisal	. If the performance is improved obviously the quality of the organisation is improved. In way the performance appraisal system is an important factor to improve the quality of the employee as well as the

					system more pragmatic way so as to motivate the employees	industry
	5	Study of Effectiveness of Performance Appraisal System in Selected Indian compaies"	International Journal of Research – Granthaalayah,	It has used the descriptive research .The data has been collected from secondary sources	They have shown that the Indian companies are effectively using the performance appraisal system and the personnel are satisfied with this.	After implementing the performance appraisal system the wastage due to loss of man hours was about zero and they have effectively used them.
	6	Impact of Performance Appraisal and Work Motivation on Work Performance of Employees :With special reference to Multi Speciality Hospital in Kerela	Journal of Business and Management	Quantitative approach was adopted for the research. Regression and correlation analysis were used to analyse the data with SPSS. Reliability analysis was used to check the reliability of the questionnaire.	There is an insignificant relationship of work performance with motivation. Hospitals should seek to enhance the employee's motivation so that they improve their work performance. It is also concluded that the nursing staffs of multispecialty hospital have high work performance due to satisfaction towards the existing	Performance appraisal inserts significant positive impact on work performance whereas motivation has insignificant positive impact on work performance as they were positively satisfied with the system.

					performance appraisal system.	
2014	7	Performance Evaluation Methods in the Hotel Industry	Tourism and Management Studies	This study questionnaire was formulated after a pilot test in hotels within the Lisbon district, using a convenience sampling technique.	the results obtained allow the conclusion that the most frequently used performance evaluation method are unstructured measures. Regarding the second goal its concluded that there is a link between the performance evaluation methods used and some hotel characteristics	The goal of detecting causes behind the fact that most hotels do not use performance evaluation methods considered more suitable in but for the employees performance they need to use this method.
	8	Assessing the Performance Appraisal Concept of the Local Government Service in Ghana	African Journal of Business Management	This research is a descriptive study which data is collected by the primary sources as it provide dept interviews also	There is a low training needs in the employees as they were not much put under the training and having a low merit in increase the salary and the appraisal system is not related to reward or the salary increments . they do not take performance	its been observed that the appraise must be involved in the system they must be given with the adequate feedback and the existence of the good appraisal system and should be given an adequate feedback . With this effective appraisal system must be implemented into the

					appraisal system as an important factor under HR practices .	organisations of the Ghana
	9	Performance evaluation and ranking of private sector banks using data envelopment analysis and supereffeciency model	International Journal of Scientific and research publications	The secondary data pertaining to 13 private sector banks during the eleventh five year plan (2007-2012) has been obtained from the website of Indian Bank Association.	It states that the banks have an very good impact of evaluation on the employees as the employees because evaluation gives motivation to employees to achieved the desired aims of the organisation	. It is also referred as the super efficiency model as it evaluates the efficiency of the performance given in an work by the employees of the organisation.
	10	Motivation in the Workplace to improve the employee performance	International Journal of Engineering Technology , Management and Applied Sciences	In this research study the researcher has used the secondary data which has been collected through the surfing and then it's been evaluated in different sectors of the workplaces of the organisation.	Managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is very important for every company to improve the employee performance and productivity of the organization.	It's been observed , it helps in meeting personal goals , it gives greater employee satisfaction , raising employee efficiency ,it increase the better team harmony and also improves workforce stability of the employees in the organisation
	11	A Study of HRM Practices and its Impact	International Journal of Advance	This is an exploratory research and.	. In this study, the estimated regression	. It can be observed that at HDFC banking

		on Employees job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank	Research in Computer Science and Management Studies	For obtaining the required information interview method is used and structured schedule were filled by the researcher. The regression is been used as the tools for the analysis	model identified that the HRM practices like Training, Performance Appraisal, Team Work and Compensation has significant impact on job satisfaction	sector maintain an model which always improves the working capacity and increases the morale of the employees working as there is all the method of performance management
	12	Study of employees performance appraisal system	Scholarly research journal for humanity science and English language	They have used Questionnaire, Informal discussion, past records and manual of the company, books.	They have shown that majority of the employees were well aware of the system of performance appraisal followed in the organization and are acquainted with the knowledge about the need and purpose to have a good appraisal system in the organisation	They have shown Company can Adopt the 360 Degree Feedback system and Proper communication of Appraisal report (Feedback) in the organisation.
	13	Study on Employee Retention and Commitment	International Journal of Advance Research in Computer Science and Management Studies	Here only secondary data is been taken and analysed and the references of the various books and research papers are been taken under consideration	For any organizations to survive in today's ever increasing competition where employee poaching is on the rise, it is very important	Giving employee the time to keep his/her personal life in place is also very important for employee retention with this treating every employee

				for this research.	to retain their best employees and keep them committed towards the organization through various effective management methods	equally and fairly in something which helps the organisation very well to be managed.
	14	The importance of training and development programmes in hotel industry	International Journal of Business and Administration Research Review	The methods used in this review are the general interviews with the HR and the employees of the hotel industry.	. Human Resources Departments should emphasize the importance of training programs to employees for the effectively attainment of the organisational goals.	The hotel industry includes the various departments each having its own service procedures thus it is necessary for them to get the training with the particular time period and get the stipulated service so as the hotel industry should attain the organised goals.
	15	Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry	IOSR Journal of Business and Management	It is Descriptive research. The data is been collected from the Questionnaire by Random sampling method.	Employee working in the organization is also a social human being that always makes the professional work environment comfortable and flexible.	It have been observed that Job enrichment give employee the freedom and responsibility in achieving work goals and helps to improve quality of work life .
	16	A Study of Effect Of Performance	BBSB Engineering College,	The data used for the evaluation is	The research states that Performance	. It helps an individual to determine the

		Appraisal on the Organisation and the Employee	Fatehgarh Sahib	primary data collected through questionnaire filled by the samples. Tools are used for data analysis mean, standard deviation, correlation, chi square test.	appraisal helps in evaluating and assessing the employees performance in comparison to standards fixed. It helps in assessing the capabilities of various employees and employees' contribution towards the organization. It helps in determining the training needs for the employees and performance appraisal	proper career path. Performance appraisal is an indispensable part that provides very advantages both to the individuals and the organization.
2013	17	Performance Appraisal System to Improve Construction Productivity	International Journal of Scientific and Research Publications	This research has used the descriptive analysis method which undergoes with the study of random analysis employees with personal interview and a deep understanding with them .	– In this research its been concluded that there are many factors of performance which a company may undertake to increase the productivity of the employees in the organisation	Its been observed that there are so many new techniques implemetated among which the best to use is the 360 performance appraisal technique . It is multi faced system which helps to evaluate the self confidence.
	18	A Research Study On Appraisal System Case of HongKong and	;International Journal of Business and Management Invention	– In this research study the next year analysis has to be done by the	Its been concluded that the work force and the organization	- In this research its been observed , HSBC requires an appropriate

		Shanghai Banking Corporation (HSBC Bank)		previous analysis and interpretations. And there is descriptive analysis done . And also , the primary data will get collected by the researcher through the interview technique	have a combined effort for the completion of the desired work and success of the organization within the industry The various techniques of performance appraisal can be deployed in the corporation for the betterment of the company and wellness of the organization	coordination between the training and development and human resource management so as to achieve the goals . There are so many motivational theories which can be allied and the particular working of training and development department is correlated with the performance management in the organization.
	19	A study on Performance Appraisal system at Infrastructure Engineering Pvt Ltd	Journal of Business and Management	It is Descriptive research. . The secondary data were collected from: Magazine, Books , Journals , Records maintained by HR department , Company websites.	It is concluded that the organization should mainly emphasis performance appraisal techniques and its development programme. Both the appraiser and appraise should realize the principle and use the tool of appraisal system in a constructive way for the prosperity of the	. Both the appraiser and appraise should realize the principle and use the tool of appraisal system in a constructive way for the prosperity of the organization. The performance appraisal technique prevailing in the organization is fair.

					organization.	
	20	A study of performance appraisal of automobiles industries , Chennai	International Journal of Marketing , Financial services and Management Research	It is a descriptive research. There the data is collected by both the primary sources i.e. asking the questions from the employees and the secondary sources i.e. books. Journals. Magazines.	Degree of satisfaction is not high level with the current appraisal method hence, it is necessary to implement a suitable system of performance evaluation in the organisation.	Organization may take steps to improve the present performance appraisal system which y help self-motivation of employee to work „better"
	21	A research work on employees satisfaction measurement with special reference to KRIBHCO , Surat	International Journal of Modern Engineering Research	It is descriptive research and used primary (self-constructed structured Questionnaire) as well as secondary sources of data (web sites, journals.)	It could be concluded that there was no difference of satisfaction level regarding training opportunities between different age groups and the employees were highly satisfied with the policies of the company.	All the employees are working In their capabilities which will lead to reach the achieving level and also to increase the productivity level of the employees of the organisation rather they were difference with the satisfaction level in regard with the salary.
	22	A study on the effectiveness of performance appraisal in G.B. engineering enterprise [p] ltd. Thuvakudi , Trichy , Tamil Nadu	International Journal of Science and Research	It is descriptive research. The primary data sources are Observations, Experimentation , Personal interview, Questionnaires. Secondary data was collected	It is found that performance appraisal in the organization is very much associated with identifying the training and development needs, which is beneficial not	It is been observed that only half of the employees are satisfied with the position, promotion, bonus, grievance handling procedures of the company has

				from the administrative office employees.	only for the organization but also for the employees.	to set up a special cell to make the employees satisfied.
2012	23	Effect of Empowerment on Employees Performance	Advanced Research in Economic and Management Sciences	the research is a descriptive research data is been collected by questionnaires .	this research concluded there is a direct relation between the performance over the organisation and there are very merely chances that it can improve the chances of performance effectiveness in the employees in the organisation .	It is been observed that Empowering employees enables organizations to be more flexible and responsive and can lead to improvements in both individual and organizational performance
	24	Performance Management System ;A Factorial Study Of Cement Industry In Rajasthan	jklu	It is qualitative study where primary data is been collected through questionnaire, personal interview, telephonic interview, annual reports of cement companies, government reports on cement industry.	The training methods, performance appraisal techniques so as to make the employees effective managerial tendencies in the cement industries.	Often cement industries are situated in remote areas wherein basic amenities are very less. The present study had focus on factors of PMS of cement companies in Rajasthan. And it plays an effective role in providing the needed training in the organisation and meeting the deemed

						organisational goals in the organisation.
	25	performance appraisal practices in indian banks Integrated view	- A Journal of Management	They have used the descriptive research and used secondary data from various sources has been used to develop this paper.	Performance Appraisal is often the central pillar of performance management in the bank to keep the motivation of the employees high so as to improve their efficiency of the working of the employees.	.People need positive feedback and validation on a regular basis. , few management actions can have as positive an effect on worker performance as encouraging affirmation and reflects the management's interest in the progress of the employees
2011	26	Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector	Australian Journal of Business and Management Research	The research contains descriptive research design. The researcher has used both the primary and the secondary data for the purpose of this study.	The company can increase the employee salary and compensation to motivate the employee, The factor of work conditions is also proven to have significant influence over the pharmaceutical s companies.	It is been observed that the company can Createfavorable work conditions for the company. Guide the employee to communicate effectively, build a good interpersonal environment within the company. Pharmaceuticals companies should improve the overall salary packages of employee
2010	27	Evaluating Performance Appraisal	MRIU	This research is a descriptive type in nature.	It helps in identifying the need for	. public sectors organisations are bit refold to

		system and its Implementation in Indian Public Sector Banks		Data is obtained through a carefully designed questionnaire/interview schedule / structured discussions seeking responses from identified executives in public sector banks and a detailed content analysis of the responses.	bringing required changes in the design & implementation of Performance Appraisal system in public sector banks.	the working as they are bit lazy but then they also inputs the appraisal system to be implemented in the public sectors.
2005	28	a critical review on work of 'The Social Context And Politics of Appraisal	ESSEC	this research is a descriptive analysis research which all the data is been collected from the secondary sources	. As empirical work on the three tendencies has shown, varied political reactions to the ideology have been expressed when established psychological contracts in organizations have been strained to breaking point by PA shifts and changes	it is observed that particular to shared or divergent expectations on "performance" and to the specifics of manager-employee relationships. Because understanding these conditions is vital, for this perspective the Sociology of work, and in particular detailed ethnographies of the workplace their insights
2002	29	Effects of Performance Appraisal Politics on Job Satisfaction and	The academy of management emerald	The research methodology used in this is the descriptive research which	– The conclusion found is that indicated a significant and	These perceptions also influenced employees' intention to quit,

		Turnover Intention		is formulated and tested by the questionnaire for the further collection of the data	positive relationship between personal bias and punishment motive and intention in the employees and with job satisfaction .	albeit indirectly, through reduced job satisfaction.Manipulationsofratingsduetopersonal biasoraimedatpunishing employees are likely to be viewed as unjustified and unfair,thus resulting in low job satisfaction and high turnover intention.
2001	30	Performance Management in Constrction A Conceptual Framework	Performance Management and Measurement	This research had used the descriptive analysis and primry and secondary sources are used for data collection	it is important for an organisation to compare itself against what is perceived to be best practice in the industry. This benchmarking can be achieved both for a performance metric and for a particular goal	It is based on the balanced scorecard (BSC) but with the addition of the 'project' and 'supplier' perspectives, which can be considered specific for the construction industry. Furthermore, it illustrates the relationship of the measures used to measure the goals identified by strategy, as to provide indicators for effective performance management

Research Gap

Employee's loyalty and working standards are the new challenges emerging in the organisation and is a very important factor.The Performance Appraisal techniques have been implemented in the organisation but are not evaluated properly which leads to employee dissatisfaction which further leads to lack of participation by the employees.

It often happens with the employee desire and interest but the lack of motivation the situation becomes frustrating when employees want to do certain things but cannot get inner strength to act upon it.Awakening the work motivation in employees is important.

Research on Performance Appraisal and work motivation is done by many researchers but the research has not been explored on Hotel Industry.There are many parameters which affects the performance level of employees in Hotel Industry.

Relevance of the study

This study is conducted to understand the impact of Performance Appraisal and Work Motivation on employee performance in Hotel Industry. It focuses on the various techniques followed by the managers in order to uplift the satisfaction of the employees.

This research would be fruitful in understanding the impact and explore the new techniques which can help to grab the employee's potential for the organisation.

This study facilitates to understand the various parameters affecting the Performance of the employees.

Scope of the study –

The proposed study attempts to adjudge and understand the outcome of performance appraisal and work motivation and its effect on the employee's performance in hotel Industry. This research will be done on 5 star hotels in some selected cities of Rajasthan. For the study the 5 selected cities of the state of Rajasthan are Jaipur, Jodhpur, Bikaner, Udaipur and SawaiMadhopur. There the study is been done on selected 2 five star hotels from the selected cities from the state of Rajasthan.

- The Lalit (Jaipur)
- Taj Jai Mahal Palace (Jaipur)
- The TajHariMahal Palace (Jodhpur)
- Indana Palace (jodhpur)
- The TajVivanta (SawaiMadhopur)
- The NahargarhFot (SawaiMadhopur)
- The Lalgarh Palace (Bikaner)
- NarendraBhawan (Bikaner)
- Radisson Blu (Udaipur)
- The LalitLaxmi Villas Palace (Udaipur)

The employee perception will be taken into account with the help of the primary data i.e through Questionnaire and in some spheres secondary data which will be collected frombooks and journals.

Research Objectives –

The study has already explored this topic much earlier but in addition to the existing research this study particular aims at the following objectives-

- To find the impact of performance appraisal and work motivation on employee performance in Hotel Industry.
- To find the impact of Performance Appraisal on employee satisfaction in Hotel Industry.
- To analyse the determinants of work motivation in Hotel Industry.

Hypothesis:

H01- There is no significant impact of Performance Appraisal and Work Motivation on employee performance in Hotel industry in the state of Rajasthan.

Techniques of Performance Appraisal

There are many techniques used by the hotel industry to enhance the productivity of the employees.

- **Ranking Method-** Ranking method is ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all ranked
- **Graphic Rating Scales-** Graphic Rating Scale is a scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the score that best describes his or her level of performance for each trait.
- **Critical Incident Method-** The critical incident technique as a set of procedures designed to describe human behaviour by collecting description of events having special significance and meeting systematically defined criteria. Flanagan originally used trained observers to collect critical incident identification. Identification of the critical incidents during task performance can be an individual process or a mutual process between user and evaluator
- **Narrative Essays**- Evaluator writes an explanation about employee's strength and weakness points, previous performance, positional and suggestion for his (her) improvement at the end of evaluation time. This technique mainly attempt to focus on behaviour
- **Management by Objectives**- MBO comprises seven elements: strategic planning and hierarchy of objects, setting objectives, planning for action, implementation of MBO, control and appraisal, subsystems, and organizational and management development.
- **Behaviourally Anchored Rating Scale-** (BARS) BARS were introduced by Smith and Kendall in 1963 with the attention of researchers concerned with the issue of reliability and validity of performance ratings. Behavioural anchor scales are more informative than simple numbers. Ratter will act as observer not the judge. BARS help ratter focus on specific desirable and undesirable incidents of work behaviour which can serve as examples in discussing a rating.
- **Humans Resource Accounting-** The main theory underlying the HRA is that Common job simulations used in assessment centres are in basket exercises, group discussions, simulations of interviews with "subordinates" or "clients", fact finding exercises, analysis/decision making problems, oral presentation exercises, written communication exercises.
- **360 Degree-** It is a popular performance appraisal technique that involves evaluation input from multiple levels within the firm as well as external sources.360 Degree feedback relies on the input of an employee's superior, colleagues, subordinates, sometimes customers, suppliers and/or spousesIt provides people with information about the effect of their action on others in the workplace. It provides a notion of behavioural change might be elicited through a process of enhanced self-awareness.
- **720 Degree** 720 degree and defined it as a more intense, personalized and above all greater review of the upper level managers that brings in the perspective of their customers or investors, as well as subordinates. 720 degree review focuses on what matter most, which is the customer or investor perception of their work. When the

360- Degree appraisal is done, then the performance of the employee is evaluated and having a good feedback mechanism, the boss sits down with the employee again a second time and gives him feedback and tips on achieving the set targets.

Factors Affecting Employee Performance in the Hotel Industry

Some of the Parameters are undertaken for the desired study for performance of the employees -

- Working environment
- Fair policies and Practice
- Appreciation
- Leadership
- Promotion
- Compensation
- Interpersonal relationship
- Feedback
- Flexibility
- Knowledge and Skills
- Career Advancement
- Performance evaluation

Research Methodology

Meaning of Research Methodology– A system of models, procedures and techniques used to find the results of research problem is called a research methodology

In short research methodology consists of these steps:

- Defining the research objective
- Developing the research plan
- Collecting the information
- Analysing the information
- Presenting the finding

Plan of work and methodology

A plan of work describes various aspects of the study in a logical sequence along with the methodologies to be employed.

Research Design

Research design is a process of making decisions before the situation arises in which the decision has to be carried out. 'Research design' is planning a strategy of conducting research. It plans as to: what is to be observed, how it is to be observed, when/where it is to be observed, why is to be observed, how to record observations, how to analyse/interpret observations, and how to generalize. Thus it is a detailed plan of how the goals of research will be achieved.

This research plan will include the Exploratory and Descriptive Research as stated here under:-

Exploratory Research – This research will be proved the most beneficial for the researcher because the study of topic is the one about which the researcher has very little knowledge. Thus, this research will be qualitative which becomes useful in testing hypothesis.

Descriptive Research - Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

Collection of Data

Primary data: Primary data is collected during the course of doing research.

Secondary data: Secondary data means the data that are already available i.e., they refer to the data which have already been collected and analysed by someone else.

The data for this research will be collected using secondary sources which include: Internet, Hotel magazines, Journals, Past Research Studies, Reports and Publications.

This research study is mainly supported by primary data source i.e. Questionnaire, will be used to collect data from existing employees and management of selected Hotels

Sample Design

A sample design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn, sampling design is determined before any data collected. Respondents of this proposed Research study will be the existing hotel employees of the different hotels of Rajasthan.

Universe of the Study

The population or universe represents the entire groupof units, which is the focus of the study . Thus the population in the proposed study are the employees working in the selected 5 Star Hotels in Rajasthan which comes out to be **2625.**

List of Total Number of employees

S.No	Name of Hotel	Place	No of employees(Payroll)	Total
1	Taj Jai Mahal Palace	Jaipur	10 Managers 20 Executives 220Associates	250
2	The Lalit	Jaipur	18 Managers 30 Executives 220Associates	268
3	TajHariMahal Palace	Jodhpur	12 Managers 24 Executives 200 Associates	236
4	Indana Palace	Jodhpur	08Managers 14 Executives 220Associates	242
5	TajVivanta	SawaiMadhopur	06 Managers 20 Executives 220 Associates	246
6	The Nahargarh Fort	SawaiMadhopur	10 Managers 16 Executives 230 Associates	256
7	The Lalgarh Palace	Bikaner	04 Managers 10 Executives 120 Associates	130
8	NarendraBhawan	Bikaner	12 Managers 12 Executives 180 Associates	204
9	Radisson Blu	Udaipur	30 Managers 45 Executives 550 Associates	625
10	The LalitLaxmi Villas Palace	Udaipur	08 Managers 10 Executives 150Associates	168
			Total	**2625**

Sample size: It refers to the number of items to be selected from the universe to constitute a sample.

Sample details

Application of sampling Formulae:

Krejcie Morgan formula

Confidence Level = 95 %
Confidence Interval = 4%
Proportion = 5%
Population = 2625

$$\text{Sample Size} = \frac{Z^2 \times p \times (1-p)}{C^2}$$

$$= \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.04)^2} = 600$$

$$\text{New Sample Size} = \frac{\text{Sample size}}{1 + (\text{Sample Size} - 1 / \text{Population})}$$

$$= \frac{600}{1 + (600 - 1 / 2625)}$$

=

Sample Size Determined = 489.68approx 500 Respondents

Place of work and facilities available

The present research is targeted at the performance appraisal techniques applicable in hotel industry with special reference 5 star hotels in Rajasthan which results in study the behaviour in regards with the performance appraisal of individual and institutional of the employees working in the hotel industry.The facilities provided to the employees are:

- The employees get proper working environment.
- There are special discounts to the employees at food and beverages with family.
- Good perks in terms of fee room nights (AHP) and medical policies (maternity, dental facilities, ophthalmological facilities), weekly offs.
- Special increments and rewards on work performances.
- There is health care and insurance, performance bonus, reduction on flexible hours.
- They also provide vacation and paid leaves, company cars, employee assistance program.
- The employees are provided with diversity program, job training programs and apprenticeship program.
- The night shift allowances, project parties, good promotions.

Limitations of the study

Although this stage is too early to discuss the limitations of the study but some general limitations for the proposed study that can hinder the accuracy of the results that can be :

- The conclusions drawn in the proposed study cannot be stated as universally acceptable .
- The study is restricted to Rajasthan due to the paucity of the resources .

Appendix

Scheme of chapterization

Chapter	*Topic*	*Page No.*
	List of Tables	
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	List of Abbreviations	
1.	**Introduction**	
2.	**Review of Literature**	
3.	**Research Methodology**	
4.	**Descriptive Analysis and Interpretation**	
5.	**Empirical Analysis and Interpretation**	
6.	**Conclusion**	
	Bibliography	
	References	
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	Appendices	

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